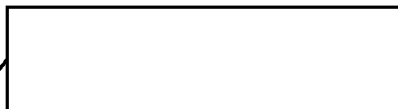


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NFAC/



4 June 80

2. Following are comments regarding the new PAR system:

a. The PAR form, as it is currently designed, is cumbersome and awkward compared to the old form which included only one page printed on both sides, whereas the new form includes 4 pages interleaved with carbon paper.

b. The change from letter ratings to numerical ratings was a step in the right direction and has resulted in more realistic evaluations of personnel. However there could be some improvement in the performance appraisal definitions corresponding to the numbers as there is some overlap in some of the definitions.

c. While we agree that the performance appraisal procedure needs to address the evaluation of potential, the form now being used has given a number of our supervisors problems. The current form being used does not offer the necessary flexibility and tends to be too narrow in its definitions of the different levels of potential. Either a revised form or the use of just a narrative statement reflecting an individual's potential should be considered.

a. Objections have been raised by secretaries about the PAR because it is such a cumbersome document to prepare. The PAR requires more time to tear apart and reinsert the carbons than was required with the old fitness report form. In addition, secretaries find it difficult to correct typing errors with the format of the PAR. As a result, most secretaries are now doing an original PAR and xeroxing the copies. The frustrations caused by the PAR are significant for the typist.

b. The Evaluation of Potential is not particularly helpful to Panels. The Potential section is a limited view of an employee's potential in a particular job over a year or less. The Panels look at much longer span of time and a much broader range of career possibilities.

					Since May 1968.
6					<p>Our impressions of the new PAR system are that it is nice to have them pre-printed, but that it is a waste of money to have them printed with a carbon copy. It seems that it would be cheaper to have only 1 copy printed and each office would then make copies as required, which is actually what's happening now. We also feel that the Evaluation of Potential form is not worthwhile and makes the PAR package too long and complicated and therefore too time consuming for the managers and supervisors. The feeling is that if the employee being rated has good potential, then the evaluation is nice. However, if the employee has reached his/her potential, the form creates more problems with morale and future job performance of the employee, than it is worth. The PAR should be restructured to request employee comments only if there is employee disagreement with the ratings or reviewing comments.</p>
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PAR System Comments

Cost Effectiveness

Many more man-hours required in Admin to check the form after its preparation.

Advantages

I feel that the supervisors are giving the PAR a lot more thought before preparing it since they must be specific on the potential sheet and the AWP.

Disadvantages

Because of the length of the PAR, it is more difficult to get the PAR from the supervisor by the due date.

Summary

I feel that overall the new system is better. It will be well worth the extra time required because the employee will know exactly how he is performing and what is expected of him in each rating period. Under the old system this was supposed to be true except that supervisors were not as prompt with the LOI as they are with the AWP. We require that the AWP be attached with the PAR when it is forwarded to OER Admin.

2. Comments and impressions were informally solicited from various areas within OSWR on the new PAR system. Clericals responsible for typing and/or processing the PAR stated that the forms are too cumbersome to handle. They feel much more pressured in typing or processing the PAR due to the inordinate length of time required. Supervisors and managers also feel the time required away from their primary duties to properly cover all areas of the PAR is excessive. It is also believed that the change to numerical grading is not altering the tendency for excessive high ratings, and the potential evaluation is too narrow in scope thus making it meaningless.

3. Para two statements were made with cost effectiveness, advantages, and disadvantages in mind. Note that none stated any feeling of being rated in a more fair and honest manner.

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a. Cost effectiveness: More paper, therefore more costly-- especially down the road as storage becomes an issue in the personnel folders. Otherwise, one form is as effective as another. The processing time is about the same so there is no added cost in terms of manhours. An unwarranted amount of time is spent by the GS-08 Personnel Assistant in attempting to sort out the call-up machine runs which continue to be riddled with errors.

b. Advantages: Header information is pre-recorded which lessens errors and cuts down on phone calls to clarify information.

c. Disadvantages: Slight--a flaw in the design of the form itself which results in no signature on the first page. Major-- there is universal dissatisfaction and discomfort with the potential section of the form. Raters and employees, while grumbling inaudibly, are being good soldiers and putting up with this requirement, but EVERYONE (except those individuals with unlimited potential) is waiting for it to go away. In the meanwhile, its worth is in question since most raters skillfully avoid saying anything meaningful.

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